



ASHESI UNIVERSITY COLLEGE

BUSINESS ADMINISTRATION CAPSTONE APPLIED PROJECT FOR

CARE UNIT GHANA

by

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INTEGRATED MARKETING PLAN FOR CARE UNIT.

DECLARATION

I hereby declare that this Applied Project Report is the result of my own original work and no part of it has been presented for another degree in this university or elsewhere.

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I hereby declare that the preparation and presentation of this Applied Project were supervised in accordance with the guidelines on supervision of Applied Project laid down by Ashesi University.

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*INTEGRATED MARKETING PLAN FOR CARE UNIT.***EXECUTIVE SUMMARY**

Care Unit Ghana is a Non-Governmental Organization founded by Ebenezer Attoh in 2013. It aims to improve the delivery of quick responses to healthcare issues in Ghana, through the use of well trained first aiders and first aid kits. However, the main vision or objective of the organization is to preserve life and prevent avoidable deaths especially in communities that lack proper healthcare facilities. In its attempt to achieve this objective, the organization holds first aid training sessions or workshops with businesses such as banks, schools and churches, to train their employees on how administer care or first aid to an ill or injured person, using a first aid kit.

A thorough study of the market and a needs assessment conducted revealed that the organization has a low customer base which is mainly because the demand for the services of the organization has plummeted since its establishment. The study also revealed that the root cause for this problem is that the organization lacks a well-structured service marketing promotional plan.

The purpose of this project is to develop an integrated service marketing plan that will help increase awareness about the organization and its services, which will eventually increase its customer base and maintain it.

It has been proposed that a service marketing plan, that focuses on improving promotion using the integrated marketing communication mix, will be the most effective in increasing the customer base of the organization. This is also intended to help the organization achieve its vision of preserving life and prevent avoidable deaths, especially in communities that lack proper healthcare facilities.

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CHAPTER 1: COMPANY, INDUSTRY ANALYSIS, AND EXTERNAL ANALYSIS

1.1 Introduction

The purpose of this project is to develop an effective and sustainable integrated service marketing plan for Care Unit Ghana. This plan is intended to create awareness for the organization's brand to help attract, retain and develop the organization's client base.

Chapter 1 analyses the internal and external environmental factors that contribute significantly to the operations of Care Unit Ghana. It consists of; Company Analysis of Care Unit Ghana, SWOT Analysis, Industry analysis, and the general economic overview of the country, which includes, PESTEL Analysis, and Porter's Five Forces Analysis.

1.1.1 Rationale for Project

The rationale behind choosing to work with Care Unit Ghana was to help improve the services of a small scale business. The needs of the organization also fell in line with my interest in marketing and eventually, my goal was to examine how effective the marketing mix studied in class is in developing an existing firm. This project is intended to help increase the brand awareness of Care Unit Ghana through the use of effective marketing communication tools. In doing this, healthcare services in Ghana will also be positively affected and improved.

1.2 Company analysis

Care Unit Ghana is a Non-Governmental Organization that was founded by Ebenezer Attoh in 2013. It seeks to promote the delivery of quick responses to healthcare issues in Ghana, through the use of well trained first aiders and first aid kits. The main objective of Care Unit Ghana is to preserve life and prevent avoidable deaths. The organization

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achieves this objective by training individuals in communities and workplaces, on the necessary steps involved with administering care or first aid to an ill or injured person, using a first aid kit. The organization also provides first aid kits to be purchased by the client company as a whole or the individual employees of the company.

1.2.1 Core Service

The core service of Care Unit Ghana is to hold first aid training sessions with its clients. Care Unit Ghana works with volunteers, who help in training clients on the lesson selected for the day. Some of the lessons taught by the organization includes; Principles of First Aid, Nervous System Problems, Environmental Injuries, Respiratory Problems and many others. The participants are taken through the various ways of administering first aid care based on the lesson for the day and how a first aid kit should be used. The sessions are organized at the premises of the client.

The organization mostly advertises its services by sending out a proposal to the company they would like to work with to seek permission to hold these training sessions. Once the company accepts the proposal, the date and time are set by both parties before the first aid kit training session is held. The organization also has a website that provides information about its service offerings. A form is also provided for interested companies that want to work with the organization to be filled. The organization also makes use of its social media platform, such as Facebook, to advertise and increase its brand awareness.

There are no other marketing communication tools employed by the organization as of now to help attract, retain and sustain its client base. The organization still struggles to

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attract customers to patronize its services to help achieve its main objective of preserving life and preventing avoidable deaths. A thorough analysis of the organization's marketing strategy will help to identify **the right integrated service marketing promotional tools that can be used to increase the client base of Care Unit Ghana.**

1.3 SWOT Analysis

It is an analytical tool used to examine both internal and external environmental factors of a firm or organization (Pickton & Wright, 1998). This framework is designed to analyze the internal factors and attributes within a company that influences its operations both negatively and positively. It also considers factors within the macro-environment that could be leveraged to improve productivity, while identifying factors that hinder the productivity of a company.

Table 1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - Quality in the first aid kits - Logo on its first aid kits 	<ul style="list-style-type: none"> - The organization only makes use of its proposals, website and social media platform (Facebook) to create awareness about its services. - Few committed volunteers
Opportunities	Threats

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<ul style="list-style-type: none"> - In the constitution, every company with more than five workers is expected to have a first aid kit present at the workplace - Increase in technological competence of Ghanaians 	<ul style="list-style-type: none"> - There is no law enforcement agency ensuring that this policy is adhered to by the companies - The major competitors have been operating for a much longer time period
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1.3.1 Strengths

- Quality in the first aid kits distributed by Care Unit Ghana. The first aid kits used in the training sessions and sold to the companies are imported and sold at lower prices. Most clients have expressed that the kits provided by Care Unit Ghana are of a higher quality and more affordable than those provided by its competitors.
- Care unit Ghana is currently the only first aid training organization that has its logo on its first aid kits. This helps clients and potential clients remember the organization.

1.3.2 Weaknesses

- The organization only makes use of its proposals, website and social media platform (i.e. Facebook) to create awareness about its services. However, it has failed to explore other marketing communication tools such as advertising, sales promotion, interactive marketing and many others. However, Care Unit Ghana is

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missing out on the numerous opportunities it can get from exploring other ways of marketing its service offering.

- The organization only has a few committed volunteers that help out in the training sessions. Care Unit Ghana does not have permanent employees in rendering its core service to clients. Thus, it relies on temporary volunteers to help the organization. Most of its volunteers become less committed and eventually stop working with the organization. This is mainly because the organization fails to provide incentives which will help motivate and encourage these volunteers to keep working with the organization.

1.3.3 Opportunities

- In the constitution, every company with more than five workers is expected to have a first aid kit present at the workplace (Ghana Health Service, 2010). This act was passed to ensure that all individuals are equipped with the knowledge and skills needed to aid one another in case a medical issue emerges at the workplace.
- Increase in technological competence of Ghanaians. Over the years, more Ghanaians have become conversant with the use of social media. Care Unit Ghana can leverage on this by interacting with people through these social media platforms.

1.3.4 Threats

- Although the constitution instructs that all companies with more than 5 workers must have a first aider and first kit present at the workplace, there is no law enforcement agency ensuring that this policy is adhered to by the companies.

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- The major competitors have been operating for a much longer time period which has instilled trust into most clients on how well their services can be delivered as compared to that of Care Unit Ghana.

1.4 Industry Analysis

Ghana's healthcare sector has experienced stable improvements since the country's independence in 1957. This sector has steadily evolved from a solely governmental dominated sector to an increase in private health care delivery service (Adisah-Atta, 2017). From free health care services being provided by the Ministry of Health after Ghana's independence to the development of a National Health Insurance Scheme, the health status of Ghanaians has dwindled with every new policy developed. Vision 2020, a long-term vision, developed in 1996, is geared towards the growth and development of every Ghanaian citizen (World Bank Group, 2019). The main objective of this policy is to move the country from a low-income earning one to that of a middle-income earning country which influences the ability of citizens to receive health care in the country.

Irrespective of the many policies implemented over the years, the Ghanaian health sector continues to experience major issues with quick response to health care issues and the delivery of quality health care services. A report by the Ghana Statistical Service (2014) revealed that, the mortality levels in the country differ significantly in terms of demographic and geographic factors. The mortality rate recorded in the rural areas were higher in the Upper East, Upper West, Volta and Eastern regions and for the urban areas. Most of the deaths recorded in the country is attributed to the poor healthcare services delivered to the people of the country. According to the World Bank Group President,

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Jim Yong Kim (2018), the foundation for effective human capital for every country is laid by the delivery of good healthcare services. The quality of healthcare services delivered to all individuals in the country goes a long way to improve the productivity of the country as a whole. This is why it is very important for Ghana to delve deep into finding alternative and effective ways of improving healthcare services in the country. It is safe to say that low quality healthcare services are of a higher expense to the country.

1.5 General Economic Overview: PESTEL Analysis

This framework is designed to analyze the Political, Economic, Socio-Cultural, Technological, Legal and Environmental factors within the market that influences the overall operations of a company (Bush, 2019).

1.5.1 Political factors

Ghana is a country found in the Western part of Africa, and has been considered as one of the most politically stable countries within the region since its independence. This has instilled a strong sense of national identity and unity amongst its citizens regardless of their ethnic and tribal differences. Ghana's governmental system plays a key roll in the growth and development of its health sector. According to The Ghana Health Service (2017), a major challenge that has impeded the development of health care delivery services is the lack of well skilled and trained emergency medical teams in hospitals and in the nation. The Service also expressed that it plans to iterate and expand on the training given to Emergency Medical Teams to achieve the main objective of providing quality and efficient health care medical services across the country. This could draw their attention to alternative ways of ensuring that the delivery of health care services is

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enhanced. The use of first aid kits could be another sector The Ghana Health Service could explore to expand on health care delivery and Care Unit can leverage on this new development to expand on the training given to Emergency Medical Teams in the country.

1.5.2 Economic factors

Ghana has spearheaded an efficient and effective economic growth within the African democratic society. The different sectors within the economy has contributed greatly to the overall growth and development of the country's economy. The economy has had a slow but increasing growth rate since the country's independence. Ghana's economy is estimated to grow by 7.6% by the end of 2019 which will be mainly attributed to the oil, agricultural and industrial sectors (World Bank Group, 2019). These developments have contributed to Ghana's leadership status in economic growth in Africa and this leadership in economic development has stared up the interests of many investors who have realized the great returns they are likely to attain from investing in the country's various sectors. However, it is important to note that Ghana's economic development is greatly dependent on the health status of its citizens. In order to sustain the growth and development of the economy, much emphasis must be placed on the various healthcare delivery services that can be developed to ensure that every citizen is contributing greatly to the development of the country. Care Unit Ghana can leverage on this with the needed attention being drawn to alternative ways of improving health care services in the country. Every individual represents the available human resource needed to boost productivity. Besides the implementation of educational policies to improve the mental and technical skills of

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individuals, it is very important that much focus be placed on the development of the health care service delivered to each citizen.

1.5.3 Socio-cultural factors

The estimated population recorded for Ghana as of October 2019 was 30.6 million (Worldometers, 2019). Despite the country being recognized as a relatively stable African country, politically and economically, Ghana continues to face many social issues that continues to affect the health status of its citizens. The life expectancy of Ghanaians at birth steadily increased from 60.7 to 64.8 between the years of 1995 to 2014 (Adua et al., 2017). It is important that measures are put in place to ensure that these figures continue to rise each year. However, relying on the actions of the government alone will slow down the country's objective of achieving this. According to a Health report by the Embassy of the Kingdom of the Netherlands in Ghana (2015), Ghana's health sector is steadily transitioning from a governmentally managed sector to one that has diverse health care service providers. The use of a first aid kits is one alternative way in which healthcare services can be delivered in not just hospitals but in household settings and communities as well. Most of the injuries experienced by children in households and neighborhoods in Ghana are much higher in semi-urban communities, an example being Kumasi. According to a research (Gyedu et al., 2015), children under the age of 5 years living in uncompleted spaces had a higher chance of sustaining injuries as compared to those that inhabit rented and completed single rooms spaces. Such spaces of accommodation are more prevalent in semi-urban communities which have shown a record of higher household injuries. In such areas most houses are built with below standard building materials which deteriorate quickly leaving the buildings in extremely

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bad conditions (Ghana Statistical Service, 2014). Care Unit can focus on such communities which will create a great difference in the way healthcare services are delivered in the country.

1.5.4 Technological factors

Technological competence is increasingly becoming a very important tool every individual is expected to possess. As the world is growing and becoming more interconnected, information and technology continues to grow as well as to bring about new developments in every industry. Ghana has implemented policies to ensure that most citizens continuously improve their technological competence. In 2014, innovative learning materials were introduced by Ghana's Open Learning Exchange (OLE). This step was to ensure that students with limited resources got exposed to new exciting and pleasurable learning tools and materials. Such tools comprised the Raspberry Pi Server, a Basic eLearning Library developed by OLE. Also, the management of Kumasi Technical University has agreed to recommence its workshops that are centered around Competency-Based Training (CTB). This was implemented shortly after the school was converted from a polytechnic University to a Technical University in its quest to ensure that students received practical and technological skills (Sikita da Silva, 2014). Also, according to a report on Graphic Online (Ahiabor, 2019), HSE Masters, a technology company founded in Ghana has partnered with a Norwegian to develop a mobile software application to contribute to the development of health and safety at the workplace. From these developments, it is evident that much attention is being drawn to the need for technological competence in the country. Care Unit Ghana can develop technologically friendly ways of delivering first aid kit training.

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1.5.5 Environmental factors

The Global Goals which are best known as the Sustainable Development Goals (SDGs) are universal strategy adapted to end world poverty and to ensure that peace and prosperity prevails on the planet by 2030 (UNCG, 2017). These strategies were developed in January 2016 and so far, 193 countries have adopted these goals as a benchmark for development and growth in said countries, Ghana inclusive. The third SDG revolves around good health and well-being of each individual around the world. One major objective that has been derived from this goal is to considerably reduce the recorded number of illnesses, injuries or deaths that occur as a result of hazardous chemicals found in the air, water and soil (United Nations, 2019). Access to quality health care is a human right accessible to every Ghanaian. Besides it being a necessary human right, it is also important that Ghanaians begin to see the need of protecting their own health and that of the people around them. The use of first aid kits is one way of ensuring that the environment in which they find themselves in is safe should any medical issues arise at any point in time. Care Unit Ghana, being an institution that provides first aid kit training, can leverage on this goal which will in turn help the country achieve the goal of ensuring the promotion of healthy lives and the well-being of every citizen in the country by 2030.

1.5.6 Legal factors

According to Section 28 of the Act 328 of the constitutions, organizations that employ more than 5 workers are mandated to ensure that first aid personnel and kits are available at every workplace (Ghana News Agency, 2018). This highlights the importance of first aid kit knowledge and skill in every workplace and community. First aid training is a

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good way of promoting a healthy and safe environment. Per the report by the Ghana New Agency (2018), it has been a challenge for the Inspectorate Division of the Ministry of Employment and Labour to verify if all firms have adhered to the laws of the constitutions. Care Unit Ghana can work together with the Ministry of Health and the Ministry of Employment and Labour to develop an extensive policy that ensures that every company abides by the law to ensure that first aid kits and well trained first aid personnel are available to their employees and customers as well.

1.6 Porter's Five Forces Framework

This is a model that is used to analyze the profitability of the industry in which a company operates using the perspective of different stakeholders (Dälken, 2014). These stakeholders serve as forces that significantly influence the market and must be analyzed to effectively manage the interests of a firm.

1.6.1 Threats of New Entrants

The potential threat of new entrants into the healthcare delivery sector is quite high. The need for the knowledge of the use of a first aid kit is slowly gaining light in the Ghanaian society and most people will be drawn to the idea of either selling these first aid kits or providing training to people on how to make use of a first aid kit. The few existing barriers involved in entering the healthcare service sector in relation to first aid kit training could pose as a threat to Care Unit Ghana because there are so many diverse ways of delivering such a service. Such a service could be delivered using a website, or an application software which could be easily accessible to customers on the mobile devices. All these options are not being used by Care Unit Ghana and will therefore pose

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as a threat to the organization should any other company decide to focus on delivering such a service with these options. With the world becoming a global village due to technological development, most companies can be established with the implementation of new technological applications that could deliver the value proposition of Care Unit Ghana in a more convenient and cost-effective way.

1.6.2 Bargaining Power of Customers

The existence of other well-known competitors such as Red Cross Society, St. John's ambulance and West African Rescue Association would give clients a great bargaining power to influence price ranges of the services provided by Care Unit Ghana.

1.6.3 Competitive Rivalry

The major competitors of Care Unit Ghana identified by Mr. Attah are Red Cross Society, St. John's ambulance and West African Rescue Association. They have high demand for their services, and this can be attributed to the fact that they have been operating for a long time in the country, thus they have gained good will and trust from their clients over the years. It is important that Care Unit Ghana develops an effective strategy that differentiates their services from that of their competitors to give them a competitive advantage in the market. For now, Care Unit Ghana ensures that it provides first aid kits that are of higher quality than that of its competitors.

1.6.4 Bargaining Power of Suppliers

Care Unit currently orders its first aid kits from the United States. Also, technological development has grown over the years and most organizations can implement it into their strategy of providing healthcare services such as training on first aid kits through an app.

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A safe environment promotes the productivity of every organization, which is of great importance to the management team of every organization.

However, with the rising demand of their services, most clients will seek other organizations that provide the same services or something close to it. With the growing needs for such services, most clients will be able to identify the company they would want to patronize based on certain characteristics.

1.6.5 Threats of Substitutes

The market of first aid kit training in Ghana is not as diverse as other markets. Thus, the threat of substitutes will be based on the differentiating characteristics associated with each competitor that provides the same service of first aid kit training. The market has been dominated by Red Cross Society, St. John's ambulance and West African Rescue Association over the years. A client deciding between these companies as well as Care Unit Ghana could be based on the price range of receiving such services, the relationship established between the service provider and that of the client and based on how long the service provider has been operating for could influence some clients to pick them over other service providers.

CHAPTER 2: PROJECT NEEDS ASSESSMENT

2.1 Needs Assessment

A needs assessment is necessary to develop a plan that addresses the specific gap within an organization's operation process. This plan will help to bridge the gap between where the organization currently is and where it envisions itself to be in the future. The objective of a needs assessment is to justify all decision making processes adapted in trying to solve the problem identified (Witkin & Altschuld, 1995). This chapter further gives a detailed description of the procedures used to gather information, mainly through observing the organization's training sessions and through interviewing relevant participants.

2.1.2 Problem Statement

Care Unit Ghana, since it began its operations in 2013, has experienced low customer patronage for its services, which is preventing the organization from achieving its primary objective of preserving life in Ghana, using first aid training and first aid kits. From this analysis, the problem identified was that the organization has a low customer base and demand for its service offerings. The root cause of this problem identified is that the organization lacks a well-structured service marketing promotional plan that effectively makes good use of the eight integrated marketing communication tools. These tools will help the organization directly or indirectly communicate with its customers about the organization and the benefits they get from purchasing its service product. The mediums employed by the organization to attract customers so far include, proposals which are sent to potential clients, a website and a social media platform which is

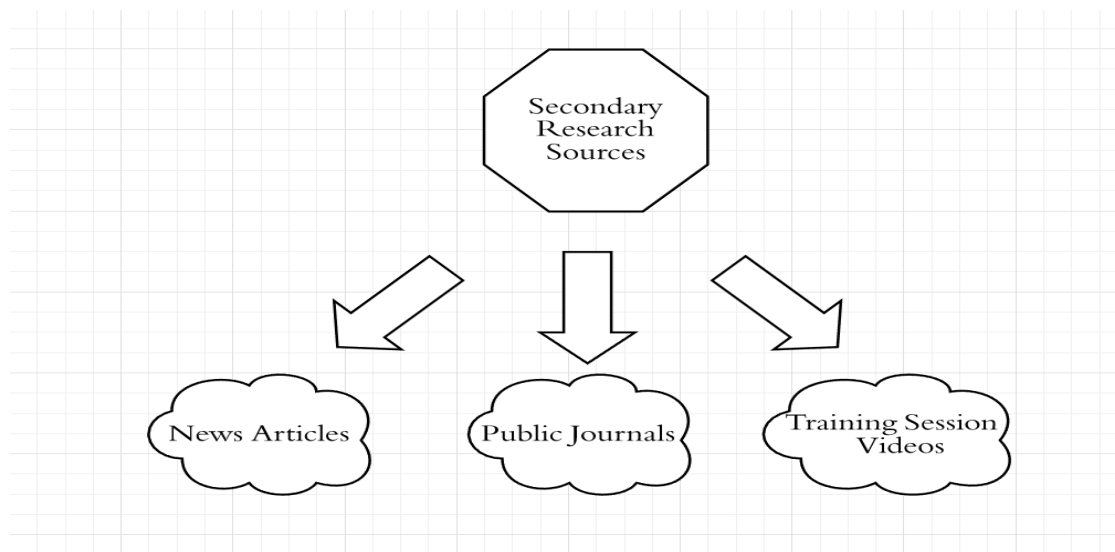
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Facebook. These mediums of communication have not been effective in increasing the brand awareness of the organization. Thus, a service marketing promotional plan, centered around the marketing communication tools, must be developed to address this problem.

2.2 Methodology

Primary and secondary research methods were both employed as a source of information for this research where qualitative data was collected and analyzed. Primary research is a type of research where information is gathered and analyzed through self-conducted activities and methods (Lab, 2019). However, with the secondary research approach, information gathered from external sources provided a basic understanding of the research topic being studied (McCrocklin, 2018). The information gained from the primary research feeds into the knowledge gained from the secondary research to help provide a holistic view of the topic being studied.

2.3 Secondary Research Approach



*INTEGRATED MARKETING PLAN FOR CARE UNIT.**Figure 1: Methodology: Secondary Research Approach.*

News articles and public journals, specific to the health industry, were used to gather information related to the health industry and how factors within the industry affect the operations of Care Unit Ghana. Also, video recordings from previous first aid training sessions were used to observe how the organization conducts its training sessions and to also note how easy it is for the participants to grasp the information they receive from these training sessions.

Due to the lengthy process involved in scheduling a time for a training session, it was impossible to physically observe the training sessions held by the organization within the time provided for the research to be conducted. However, it was still important to gain a fair idea of how the training sessions are conducted by the organization. Two previously recorded first aid training sessions were used to carry out the study. These training sessions took place at Coca Cola Ghana on 25th October 2019, and at Willow Tree Children Center on the 19th of November 2019. In these two sessions, only one volunteer was present for the training sessions. This is because the organization continuously struggles to retain its volunteers. At Coca Cola, a total number of 53 people were present for the training session, and a total number of 22 people were present for the session at Willow Tree Children Center.

2.4 Primary Research Approach

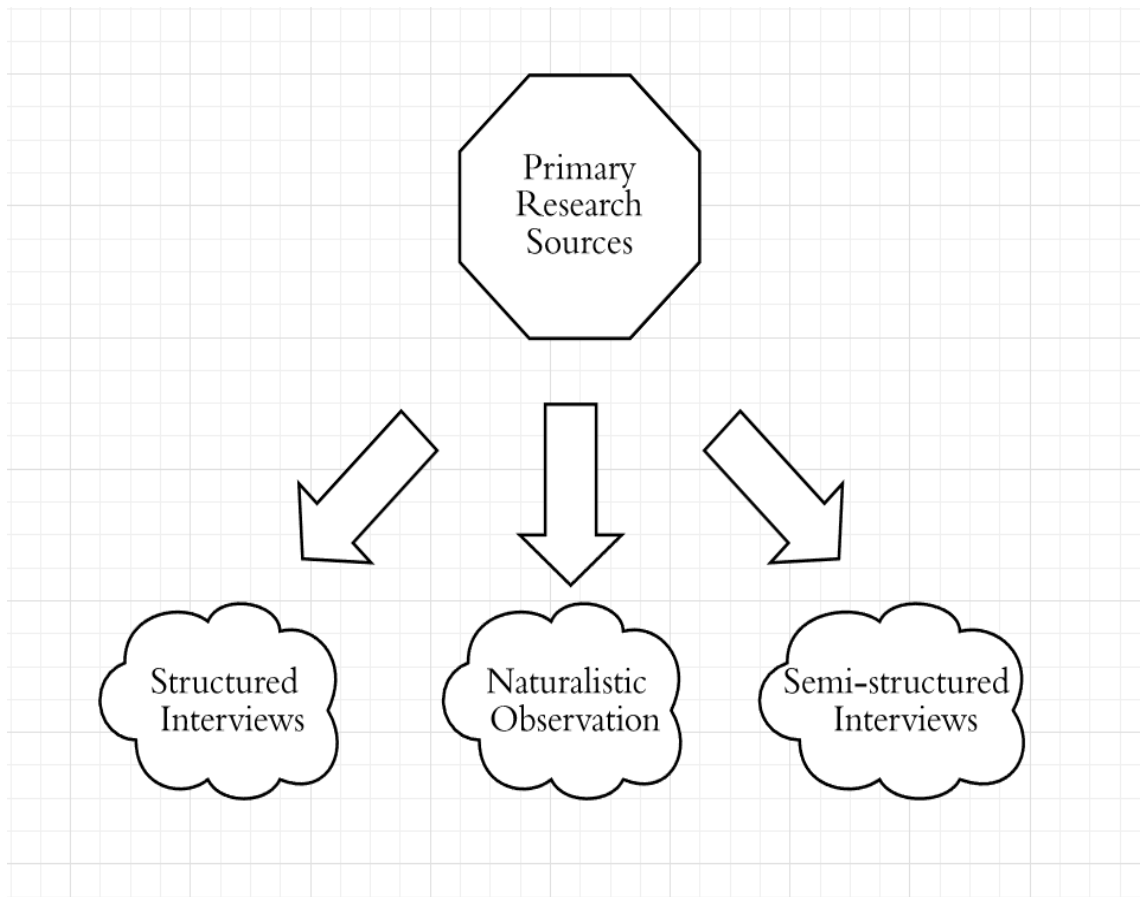


Figure 2: Methodology: Primary Research Approach.

2.4.1 Structured Interviews

In a structured interview, a formalized list of questions is designed and crafted specifically for the related activities of the research topic (Bika, 2019).

A purposive sample was used to select the participant based on their characteristics with the purpose of the study. An interview was conducted with the founder of the organization, mainly because the goal of the interview was to identify specific problems the organization has been facing over a period of time.

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Table 2: Problem Need Analysis

Functional area	Key Challenge	Effect of Challenge	Target
Human Resource Management	<ul style="list-style-type: none"> - High turnover rate of volunteers. - Low motivation and volunteer training 	Hosting training sessions without volunteers which makes the organization look unprofessional.	Acquiring and maintaining selected volunteers for over a year.
Marketing	<ul style="list-style-type: none"> - Low patronage of the organization's services. - Poor service design 	Preventing the organization from achieving its goal of ensuring the promotion of first aid kit use in Ghana.	To attract and retain clients that will patronize the service of the organization for more than 5 years.
Finance	Unavailable funds to purchase quality first aid kits from the United States of America.	Not having enough first aid kits available to be used and distributed	To identify other legal sources of revenue for the organization.

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		during training sessions.	
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Key findings from the structured interview held with the founder

- The organization gains its clients by sending out proposals to potential clients and waiting for a response from them. However, he revealed that most of the clients or prospective clients do not respond to the proposals sent to them to either indicate if they accept or reject the proposal.
- Most of the clients the organization has worked with also show little to no interest in the services of Care Unit Ghana. However, he realized that these institutions still seek the services of other competing firms, such as the Red Cross Society, St. John's ambulance, and West African Rescue Association.
- He attributed the low patronage of the organization's services to the competing firms being in the industry for a more extended period. Most clients believe that they are more skilled in transmitting information about the use of first aid kits. However, he argued that that was not true.
- The first aid kits used in the training sessions are of better quality than other competitors use in their training sessions.
- The organization relies on its website, social media platform (Facebook), and fliers as a means of relaying information about its services to potential clients.
- There are other marketing communication tools that the organization has not explored to help create awareness about the existence of their services to potential

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clients. Such marketing communication tools include advertising, sales promotions, events and experiences, public relations, and so on.

2.4.2 Semi-Structured Interview

A formalized list of questions is set to guide an interviewer on the essential topics to raise during the interview (Harrell & Bradley, 2009). However, the sequence in which the questions are asked is based on the discretion of the interviewer. It promotes a more conversational discussion between the parties involved and helps to provide a more in-depth understanding of the research topic. Naturalistic observation was also used to collect information and to systematically observe the natural operational setting and activities in the environment they typically occur (Cherry, 2019). A semi-structured interview together with the naturalistic observation were used to interview a volunteer of the organization.

A convenience sampling method was used to select the volunteer to conduct the interview. This is because the volunteer was the only one who was present during the training sessions observed. This research approach was best used to attain an in-depth understanding of the experiences of the participant, with regards to the training sessions held, the issues they identified, which involves the delivery of the service, and how best to compete within the market.

Key findings from the semi-structured interviews with the volunteer

- Most of the volunteers are passionate about working with people and contributing to safety levels in our society, which is why they volunteer to work with Care Unit Ghana

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- Most Clients admitted that initially, they barely had any knowledge of first aid and were not particularly enthused about gaining any skills in it until the session was introduced to them at their workplace.
- Volunteers leave the organization because they barely receive any form of reward from the organization. Also, they bare all the expenses they incur from volunteering with the organization. The organization does not do much to reimburse them. Another reason why some volunteers leave is that most people join the organization and later realize that they do not have the desire to continue the tedious work associated with the sessions.
- The interviewee explained the process involved in organizing the first aid training sessions and revealed that it is very tedious because sometimes they are forced to convince some potential clients to allow them to organize the training sessions for their employees. Another observation from the interviewee was that the organization struggles to get funds to organize the sessions and sometimes must solicit for funds from other sources to help organize the sessions.
- The interviewee recommended that the organization incorporate a fun aspect of first aid training to the sessions as an incentive to attract more people to work with the organization. Another recommendation was to provide some form of reward system where some clients that were very active in the session are given certificates. The interviewee also emphasized the need for better publicity of the organization through mediums such as television and radio stations, which would be effective in creating more awareness about the services of Care Unit Ghana.

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- The interviewee also revealed that the training sessions have been observed to be effective in training clients because the people who are present for the training sessions show much enthusiasm in engaging in the activities of the session. When they are asked to demonstrate what they have acquired from the session, they do so with little help from the volunteers. Also, the feedback from the people during the sessions show that they have acquired some knowledge from the session being held.

2.5 Data Analysis

2.5.1 Ishikawa Diagram for the Structured Interview - Founder

The Ishikawa Diagram, which is mostly known as the Fishbone Diagram is a visualizing tool that helps a researcher categorize problems and to identify the root causes of those major problem being experienced (Usmani, 2015).

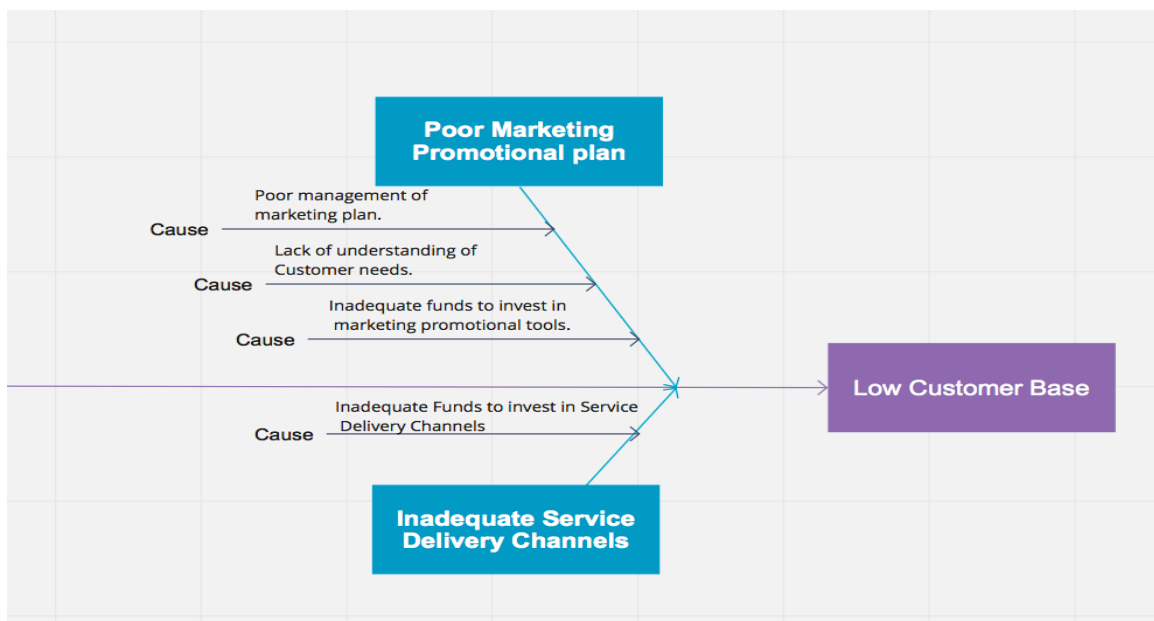


Figure 3: A Fishbone Diagram of the Key Findings from the Structured Interview

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2.5.2 A Mind Map for the Semi-Structured Interview – Volunteer

This is a graphical thinking tool used to connect ideas and data in a structured way, to better analyze and understand how certain activities are related (Litemind, 2019). Mind maps help to derive creative ways of connecting ideas. The information provided by the volunteer served as a personal guide to the researcher to easily visualize and understand the problems that the organization faces with the processes involved in conducting each training session.

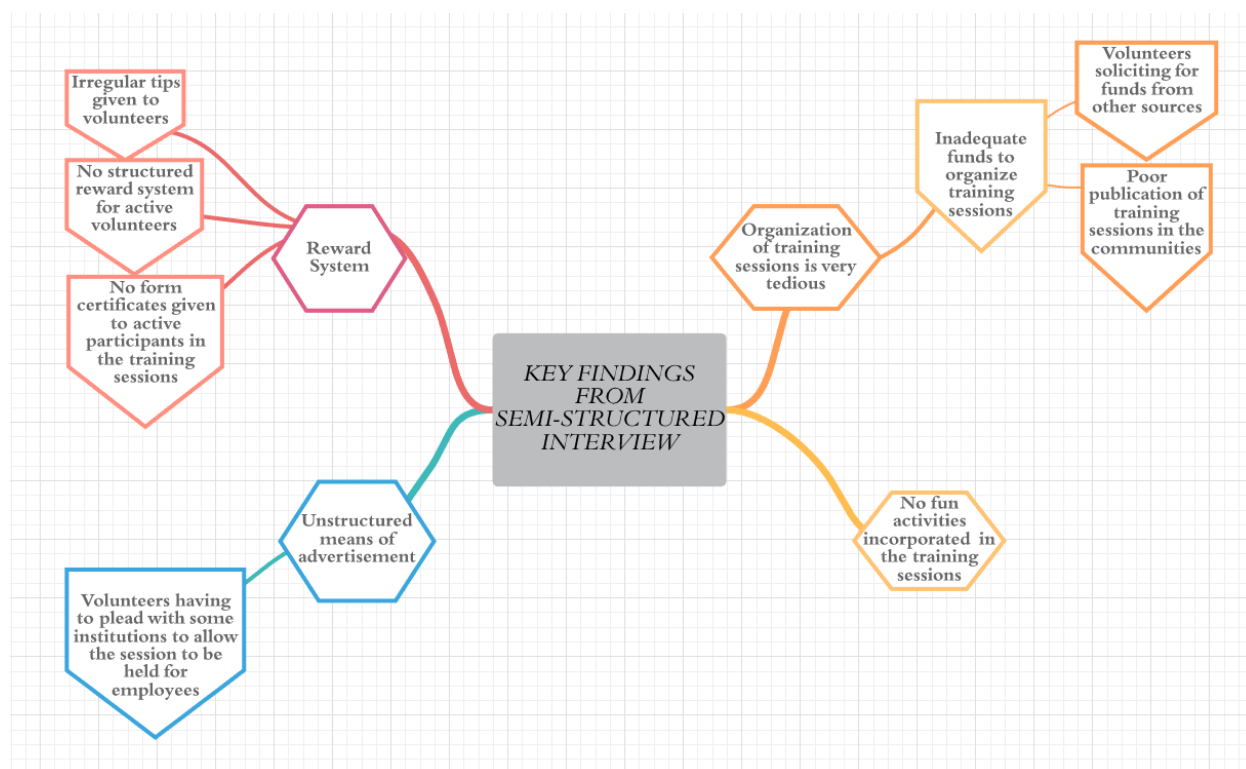


Figure 4: A Mind Map of the Key Findings from the Semi-Structured Interview

2.6 Justification of selection.

A thorough analysis of the interviews and recorded training sessions revealed that addressing the issue of customer acquisition and retention would be best for the

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organization. This is because it directly influences the organization's ability to achieve its primary goal, which is to save more lives and prevent avoidable deaths through first aid training and first aid kits. Tackling this issue will go a long way to create a general awareness of the organization as well as the importance of first aid training in every community in Ghana.

2.7 Conclusion

The results attained from the needs assessment indicated that Care Unit Ghana has a problem with developing a strong customer base. Further analysis of the interviews conducted with the use of the naturalistic observation revealed that the root cause of this problem is the organization's lack of a feasible and effective service marketing plan. The organization has not explored the use of the marketing communication mix, which will effectively work in line with the structure of the organization's activities to help to increase the demand of its service, thus, developing its customer base. The next chapter focuses on defining what a service marketing plan is and how the 7 Ps of the Marketing Mix can be used to increase the customer base of a firm.

CHAPTER THREE: MASTERY OF SUBJECT MATTER

3.1 Introduction

The needs assessment has been effective in spelling out the main problem of the organization as well as the root cause behind it. This chapter throws light on existing literature that analyzes the concept of marketing and how a marketing communications plan can be used to increase awareness of the brand and service offerings of Care Unit Ghana. This chapter also encompasses possible models and frameworks that could be used together with the marketing communications mix to find a practical and feasible solution for Care Unit Ghana.

3.2 Marketing

The definition of marketing has consistently evolved over the years (Claessens, 2018). This evolution has been attributed to the continuous developments in human preferences and needs. According to Robert Bartels (1976), marketing can be defined as the manner in which the needs of people are satisfied. He goes on to state that marketing should not only be analyzed as a business concept. It seeks to understand and provide a solution to the needs of society; thus, it must be regarded as a social institute. Michael Hyung-Jin Park and Timothy C. Johnston (2005), also describe marketing as a principle developed to govern or control an environment that consists of buyers and sellers. The American Marketing Association (Blythe, 2009) also defines marketing as *“the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”* “Within this environment, buyers purchase from sellers and sellers sell to buyers and this is what

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is termed as the exchange of goods and services between the players in the environment.

It is also important to note that there are forces that control the activities of both buyers and sellers. Thus, marketing seeks to manage these forces that influence the players in the environment (Park & Johnston, 2005).

Most marketers rely on the five distinct marketing concepts to be effective in the marketing field.

The Production Concept: The production concept is the oldest amongst the marketing concepts, and it is based on the belief that customers are more drawn to products that are readily available or accessible to them and very inexpensive (Kotler, 2000).

The Product Concept: this concept is more focused on the production of quality products because companies that use this concept believe that consumers are more persuaded to purchase products based on its quality or performance, and not necessarily its price or how easily accessible to them (Oxidian, 2017).

The Selling Concept: this is the marketing concept that believes that a large part of increased sales of a product or service is dependent on how the company consistently interacts with consumers to promote brand awareness of the product or service (Kotler, 2000). Their idea of marketing is to sell what has been produced and not to produce what the market desires.

The Marketing Concept: this is the marketing concept that believes that addressing the needs of the customer gives a company a competitive advantage over its competitors. The operations of the company are centered around the customer (Oxidian, 2017). It focuses

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on four pillars, which are; target market, customer needs, profitability, and integrated marketing (Kotler, 2000).

The Societal Marketing Concept: this concept is relatively new amongst the other four marketing concepts and is employed by companies that also base their operations on the needs of their customers but also factors in the benefits the society will gain from its production (Luenendonk, 2016).

However, it is important to note that these marketing concepts are not effective in all industries because they were all developed based on the needs of specific markets. Thus, the functions they play are different.

3.3 Marketing Promotional Plan: The 7 Ps of a Service

The 7 P framework is a well-known framework that is used by many companies in developing an effective marketing strategy. Customer satisfaction is essential to the success of every company. According to a study reviewed by Matthew Draper (2017), most companies believe that they incur fewer costs in their quest to retain customers than to acquire them. This study shows that the process involved in planning and strategizing how to gain customers is quite tedious. However, retaining customers is a key driver to the growth and generation of long-term profits for the company, and customer retention is driven by their level of satisfaction. The question then is; how do we achieve customer satisfaction? According to Jerome McCarthy (1960), the marketing mix concept, which at the time consisted of the 4 Ps, which include: product, price, place, and promotion, is the answer. Each P was designed to address the needs of customers. However, three other Ps

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were designed to meet the needs of service-based products, which are quite different from that of product offerings. The other 3 Ps include; Physical evidence, Process, and People.

3.3.1 Product

This element can simply be defined as the specific solution to the needs of a customer (Drummond & Ensor, 2005). This is where the functions, features, name, and packaging relating to the specific product being produced are identified. These factors, however, are more in line with the production of a good or service offering to clients. However, with a service product, which is intangible, is more complex in nature. Service products are what a customer experiences and not what they own (Wirtz & Lovelock, 2016). Although with some services, the customer takes ownership of the service provided, such as receiving nail care from a nail salon, a significant part of the purchase being made by the customer is from the experience they have from interacting with the service. With service products, it is vital for the company to fully understand and differentiate between the core and supplementary services and how they work effectively together. The analysis of the Product stage is very important because it is the starting point to which all the other Ps are determined.

3.3.2 Price

This element focuses on the price to be paid for a product or service. The pricing strategy adopted by firms affects the level of revenue it can generate from customers. Revenue generation is very important because it affects the firm's ability to continue operating, which emphasizes the importance of the pricing strategy adopted by the firm. Customers view pricing as the cost they will incur from the purchase of a service. They analyze it

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from the point of view of the worth of the service they wish to experience. Service firms must ensure that the prices they set for the firm are in line with the value of the service they are offering to customers to help them maximize profits (Wirtz & Lovelock, 2016).

3.3.3 Place

This involves the distribution channels, either physical or electric channels the company decides to use to sell its services (Drummond & Ensor, 2005). The type of distribution channel selected depends on the type of service being rendered to customers.

Information-based services can be easily transmitted to anyone around the world using the electronic channel as its distribution medium, or more specifically, using the internet. However, direct-based services can be delivered to customers through the firm itself or intermediary channels (Wirtz & Lovelock, 2016). The channels a company employs in selling its services determine the perceived level of quality customers associate with it (Kar, 2010).

3.3.4 Promotion

This element is essential in providing the required information about a service, influencing customers to make a purchasing decision, and building strong customer relations with customers (Wirtz & Lovelock, 2016). This is where the company interacts with customers, directly or indirectly, to inform them about the benefits of purchasing their service product. A range of tools can be used to communicate with customers effectively, and these tools include; Advertising, Sales Promotion, Events and Experiences, Public Relations and Publicity, Direct Marketing, Interactive Marketing, Word-of-Mouth Marketing, and Personal Selling. These tools come together to form the

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integrated marketing communications mix, and its main objective is to make customers aware of the service product and its benefits and to build a substantial and long-term relationship with customers.

Advertising

Advertising is a marketing communication tool used by companies to inform customers about their service or product offering indirectly. It is mostly transmitted through television, print media, or online social media platforms or websites (Megha, 2015).

Gillian Dyer describes advertising as a means of introducing customers to a full range of goods and services a company has to offer (2009). However, this definition has evolved over the years due to changes in the values of people in society. Advertising is now focused on providing the simplest explanations on the functions of a product or service, and the value one can derive from its use or patronage.

Advertising is important to three broad groups of people (Juneja, 2020). The first being the company's customers. Customers rely on advertising as a source of information for a product or service. Advertising is also important to the company itself because it helps companies reach out to such customers easily. It is a means by which a company creates a high demand for its products or services and helps them experience an increase in sales. Advertising is also very important to society because it educates people about the current trends and innovative products and services in the market

Sales Promotion

An article by Aashish Pahwa (2019), defined sales promotion as a factor of the marketing communication mix that is used by many companies to attract or to increase the demand

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for the product or service offering within a short time period. It is a short-term strategy that increases the attractiveness of a product, either through discounts, bonuses, or free samples, to help boost sales. There are three broad types of sales promotion strategies; the pull strategy, the push strategy, and the hybrid strategy (Pahwa, 2019).

The pull strategy takes effect when the company puts in place measures to directly attract customers to purchase its products or services (Pahwa, 2019). Tony Yeschin describes the pull strategy as a strategy where the company aims to increase demand by promoting the functions of a product or service to customers and potential customers (2006). According to Deanne Brocato (2010), this is a strategy that is focused on stimulating the demand of customers directly from the manufacturer of the product to customers. The company makes use of discounts and coupons to “pull” customers and potential customers towards their product or service offerings. However, with the push strategy, much focus is directed to the distribution channels where the product or service would be advertised and sold (Pahwa, 2019). These distribution channels are known as intermediaries because they connect the manufacturers of the product to its customers and potential customers, and they include merchants, distributors, and agents. The hybrid strategy infuses both strategies to reach out to its customers effectively. The company makes use of distribution channels and direct promotional strategies, on both distribution channels and customers, to increase demand for their product or service. These are the three practical ways in which businesses attract and retain their customers using the sales promotional tool of the marketing communications mix.

*INTEGRATED MARKETING PLAN FOR CARE UNIT.**Events and Experiences.*

Events and experience marketing can be described as a strategy used to create live experiences of a company's product or service offering to customers and potential customers (Eventbrite, 2019). This strategy focuses on hosting events in which customers interact with the product or service. Most companies decide to sponsor other events or functions as a way of strengthening their name and product or service offerings in the minds of customers (Megha, 2015). This is an effective way of creating awareness of a product or service of the company because the names of the companies that sponsor such events are often mentioned during the game or have their logos or signs displayed on the event cover or flier.

It is important that such events hosted by the company is designed, crafted and communicated cautiously to potential clients before they are held (Berridge, 2007). This helps potential clients deduce the right meaning and essence of the event to stimulate their interest. Events marketing and experience is one of the most effective ways by which a company can directly interact with its clients. Face-to-face interaction grants the company the opportunity to create a very memorable experience for clients. It can either make or break the expansion of the company depending on how well information related to the company and its product or services is conveyed to clients.

Public Relations and Publicity.

Public Relations and Publicity is an effective way of gaining credibility and endorsement from consumers for a company's product or service. It is of great importance to the success of the company and must be managed efficiently and effectively. The praises of

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others in relation to the product or service offering is better than that of the praises of the company in relation to its success (Etchison, 2018). Brand loyalty and love are what most companies look forward to establishing with its client's base and is often used to measure the success of most companies. Public Relations is a tool that can help a company achieve this. According to an article on Business Jargons (Megha, 2015), Public Relations and publicity of a company is enhanced when the company engages certain social activities that benefit the society at large. Such activities include donations given to organizations or even planting trees as a way of protecting the environment. For example, a makeup producing company can create plant-based products or animal cruelty-free products. Also, a company that provides wooden products can embark on a large-scale tree planting event. All these strategies send a positive message about the efforts of a company to protect the environment. In today's world, people are looking to invest in products and services that they and the environment can benefit from when they decide to patronize the services of the company.

Direct Marketing

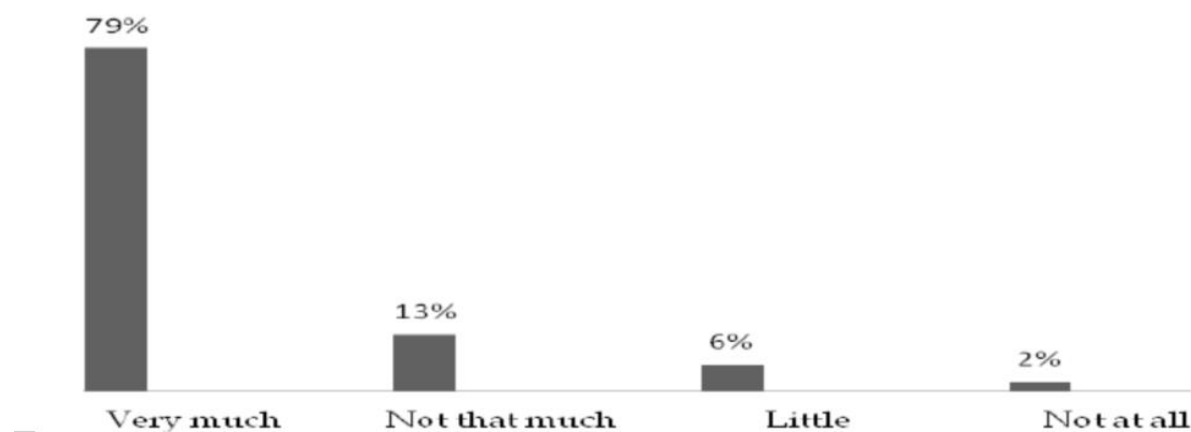
Direct marketing is focused on attaining and maintaining customers by consistently communicating with them directly (Jobber and Lancaster, 2009). This is a marketing tool companies use to communicate directly with customers and potential customers through emails or phone calls (Megha, 2015). Direct marketing is essential to maintaining good and positive relations with a company's customers. Companies also use direct marketing to introduce customers to new products or service processes that have been developed. Direct marketing is also very important because it allows customers to inquire further about the company's product or service offering. This helps to clear any form of

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misunderstanding that could drive the customer away from purchasing the product or experiencing the service being offered by the company.

Direct marketing goes beyond the interaction of a company with its customers. It also involves the management of the database that encompasses all details of customers, direct sales, and direct communication through mail and other communication instruments (Belch and Belch, 2012). Companies initially struggled to include direct marketing while developing their marketing plan. However, the introduction of globalization and the increased use of the internet has made direct marketing easily accessible to companies (Stokes, 2018). Primary data collected through questionnaires can be found in Figure 5 shows that the majority of the companies that took part in the survey agreed that direct marketing helps to increase sales.

Figure 5: A chart showing the effectiveness of direct marketing on sales in some companies.



Source: Karaxha, H., Tolaj, S., & Abazi, A. (2016). *The Role of Direct Marketing in Relation with the Consumers in Kosovo* [Ebook].

*INTEGRATED MARKETING PLAN FOR CARE UNIT.**Interactive Marketing*

As David Rainey rightfully stated (2013), trends within the market are not predictable because of the increase in global interactions, advancements in technology, and the growing demand for higher levels of quality by customers. This increased level of global interactions across continents has given interactive marketing a digitized form to make it easily accessible to customers. Digitalized form of interactive marketing had rapidly developed over the years and has paved the way for numerous opportunities within the marketing spectrum (Kaur & Sandhu, 2017). In today's world, people rely heavily on digital devices and platforms to communicate with others. It is through these means that people get exposed to and interact with products and services. Interactive marketing is essential in such spaces to help a company build its customer base and create awareness of the product or service it wishes to offer to potential customers (Blunt, 2018). Just as the market trends change, the efforts of a marketer must adjust accordingly. An effective way of establishing a consistent relationship with customers to ensure that the company is consistent with current trends within the market is through interactive marketing. The use of interactive marketing gives consumers the opportunity to engage with the product or service in which feedback is exchanged between both parties. New communication tools have been developed over the years and are often referred to as "digital communication tools". These tools include "Facebook," "Twitter," and "Instagram." They have become the means by which different contents are created and shared. It has given people the opportunity to share and interact with different content regardless of their location in a convenient and faster way. Some companies have utilized these channels to their advantage by consistently interacting with customers around the world to gain feedback

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on their product or service to help improve their operations. Customers within today's market rely on companies to establish and retain a relationship with them (Blunt, 2018). Interactive marketing is an effective way of ensuring this, and when it is implemented effectively, can go a long way to create a long-lasting name for the company.

Word-of-mouth

As Etchison summed up (2018), the praises of others in relation to the product or service offering is better than that of the praises of the company in relation to its success. The spread of globalization has increased the impact of word of mouth marketing. Word-of-mouth marketing is described as the measures a company takes to influence customers to talk about their products or services to others (Mosley, 2018). The traditional definition of word of mouth marketing, which is mostly practiced by companies, has to do with information about a product or service is spread from one customer to other potential customers through a recommendation (Warren, 2020). However, in modern times, customers make use of the word of mouth marketing through social media platforms to express their thoughts and experiences with a specific product or service and capitalized on their feedback to others. According to the International Journal of Market Research by Nick Hajli (2014), "*Trust, encouraged by social media, significantly affects intention to buy. Therefore, trust has a significant role in e-commerce by directly influencing intention to buy and indirectly influencing perceived usefulness.*" This basically emphasis the need for word-of-mouth marketing. It reinforces the trust customers have in a service or product because a recommendation shows great evidence of the quality of the product or service.

*INTEGRATED MARKETING PLAN FOR CARE UNIT.**Personal Selling*

Personal selling involves the face-to-face interaction between a representative of a company, often known as a salesperson, and a prospective customer, to persuade the customer to purchase or experience the product or service (Fripp, 2020). A study conducted by Timothy Smith, Srinath Gopalakrishna, and Paul Smith (2004) indicated that the overall profits of a company are higher when personal selling is used in concurrence with effective sales efforts. The study shows that customers find greater interest in a product or service offering when they are exposed to it through personal selling strategies such as trade shows or business events.

3.3.5 Physical Evidence

The intangible nature of service product delivery often makes customers pursue other factors that highlight the quality or credibility of the service they expect to experience. They look out for physical elements, such as the appearance of employees, the colors used in the office space of the service product, or the ambience created from the colors and other satisfactory elements. This influences a customer's decision to either purchase or decline the service product (Drummond & Ensor, 2005).

3.3.6 Process

This involves each process or action used to produce the final service product to be offered to customers. It analyzes all the steps involving customer interaction, from the moment the customer becomes aware of the service product and enquires about it (Drummond & Ensor, 2005).

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3.3.7 People

This is the human resource component of the company and encompasses the skills and knowledge of employees. This is essential in the success of service delivery because the people within the organization represents the firm. The skills and attitude put on display is what customers will associate with the service product being offered and also influence the level of quality they will with the service. The company needs to carry out intensive training of employees to improve the quality of service they deliver to customers (Kar, 2010)

3.4 Conceptual Frameworks and Models

3.4.1 SOSTAC Model

The SOSTAC Model is a planning framework designed by an economist named PR Smith in the 1990s. The framework has been considered to be very precise in the creation of an extensive marketing strategy and is used worldwide by many businesses. It is described as a gradual process that ensures that all the relevant factors of a marketing plan are considered (Stephenson, 2017). It takes note of all the necessary factors that need to be analyzed in developing the step-by-step process of a marketing strategy (BSA Marketing, 2014). Each step is represented by the acronym SOSTAC, and stands for Situation, Objectives, Strategy, Tactics, Actions, and Control.

Situational Analysis answers the question of where exactly the firm is currently, and this is answered using a SWOT analysis of the firm, identifying the target market and carrying out research on competitors and current trends within the market. The next step, which is the Objectives, focuses on the aims and goals the company is working towards

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to achieve. This analysis is done by considering the company's mission and vision and the value it seeks to deliver to customers. The third element is the Strategy. This is where all data collected from the situation analysis stage is used to identify how the company will achieve the goals identified in the objective stage. Tactics is the fourth stage, and it is where the specific actions needed to be done to achieve the company's objectives are spelt out. For Actions, the company identifies the specific details involved in the tactics to ensure that the tactics are effectively implemented. It apportions responsibilities to individuals and the time and processes needed to achieve these tactics. The final stage is the Control stage. This is where Key Performance Indicators are used to measure the level of effectiveness of each tactic that has been executed (Stephenson, 2017).

Figure 6: The SOSTAC Model



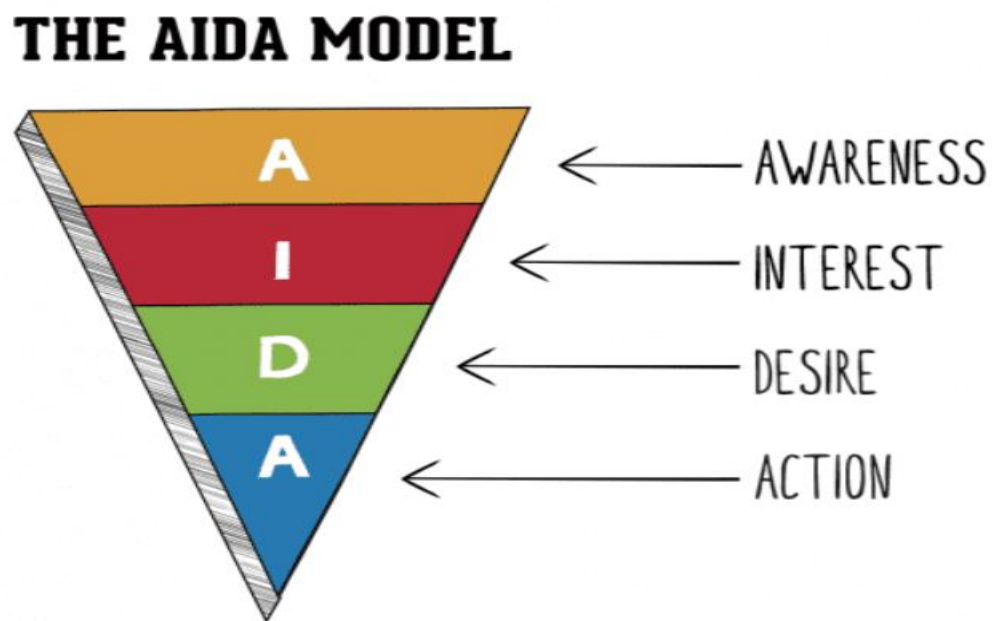
Source: Stephenson, R. (2017). How to write a digital marketing plan (SOSTAC Model).

Retrieved 16 February 2020, from <https://digitaldimensions4u.com/how-to-write-a-digital-marketing-plan-sostac-model/>

3.4.2 The AIDA Model

This involves the various stages a customer is expected to experience while going through the purchasing decision phase (Hanlon, 2019). Its letters represent Awareness, Interest, Desire, and Action.

Figure 7: The AIDA Model



Source: Hanlon, A. (2019). The AIDA Model | Smart Insights. Retrieved 16 February 2020, from <https://www.smartinsights.com/traffic-building-strategy/offer-and-message-development/aida-model/>

For Awareness, this is where customers and potential customers are made aware of the product or service product. This is the stage where a brand awareness campaign of the company is formed and how the various mediums that can be used to reach out to customers are identified. In the interest stage, customers identify and understand the

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benefits they can derive from the service product and are enthused to enquire or research further about the company and its service offering. With Desire, customers now establish an emotional connection with the service product and move from just liking the service product to wanting the experience the service product is offering. The final stage is the Action stage and it is where the customer proceeds to interact with the company to purchase the service product. (Hanlon, 2019).

Deriving meaning from the reviewed papers and studied literature, it has been identified that a marketing plan, that seeks to manage the forces within the environment that influence the purchasing decision of buyers, is necessary for ensuring an increase and maintenance the customer base of a company. Using the 7Ps marketing mix - with much emphasis and resources placed under promotional tools, will be effective in drawing up a strategic marketing promotional plan for Care Unit Ghana. Also, incorporating the SOSTAC and AIDA models as a guide will help the organization identify the specific actions and activities to undertake to effectively build and retain its client base.

CHAPTER FOUR: SOLUTION AND IMPLEMENTATION

4.1 Chapter Overview

Care Unit Ghana is a Non-Governmental Organization that seeks to promote the delivery of quick responses to healthcare issues, using first aid kits in Ghana. It achieves this objective by training individuals in communities and workplaces, on the necessary steps involved with the use of first aid training and a first aid kit to save more lives or basically to prevent avoidable deaths. However, the organization has struggled to build a strong customer base and demand for its service offering and this has hindered the organization from achieving this objective. Research conducted revealed that the root cause of this problem is that the organization lacks a well-structured service marketing promotional plan. Thus, this Chapter will make use of the SOSTAC Model, which highlights the strategy of a service marketing promotional plan, to help address the problem the organization faces today. The service marketing promotional plan will place emphasis on the integrated marketing communication tools, that will be used to help the organization communicate to potential clients of the benefits involved in purchasing their service offering.

4.2 The SOSTAC Model

4.2.1 Situational Analysis

Situational Analysis gives a brief description of the organization, what it does, and how it currently interacts with its clients. Care Unit Ghana is a Non-Governmental organization that seeks to promote healthcare delivery services in Ghana through first aid training. The organization holds workshops or training sessions with its clients to train employees on

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how to administer first aid care to an ill or injured person. Currently, to access the services of Care Unit Ghana, clients are expected to fill up a form provided on the organization's website or contact the organization through its contact line to finalize on a meeting date. Based on the SWOT analysis, a major strength of the organization is the high level of quality of its first aid kits. The organization's logo is also placed on the package of the kits to which the founder explained to be effective in making the organization's name memorable to people who come into contact with it. However, a major weakness is the organization's inability to attract more clients mainly because of its limited channels of communication. It only makes use of Proposals, website and Facebook advertising to gain clients. With regards to Opportunities, the constitution instructs that every company with more than five workers is expected to have a first aid kit present at the workplace. Also, the increase in technological competence in Ghana could be used as leverage to reach a wider scope of clients with technology. A major threat is the length of time in which competitors have been operating for. A lot of potential clients tend to choose the services of competitor firms mainly because they have been in the market for a much longer period than Care Unit Ghana and they seem to trust their services more than that of Care Unit Ghana. Also, although the constitution makes provision for the need of first aiders and first aid kits to be available at workplaces, there is no agency ensuring that this law is being adhered to.

4.2.2 Objectives

1. To promote the delivery of quick responses to healthcare issues in Ghana, using first aid kits by 15% in the next two years.
2. To increase Care Unit's customer base by 30% by the end of December 2020.

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3. To have 30% of clients subscribing to the organization's website by January 2021 and 50% by December 2021.
4. To increase social media interactions by 20% in the next two years.

4.2.3 Strategy

The strategy put in place to help the organization tackle its issue of a low customer base consists of a service marketing promotional plan, that effectively makes good use of the eight integrated marketing communication tools to help the organization communicate to potential clients of the benefits involved in purchasing their service offering.

4.2.4 Tactics: Solution and Implementation: The 7 P's

Product Strategy

This element of the marketing mix is very essential because the basic features of the solution being offered to a customer or client is developed. In providing a holistic product that effectively delivers the service offering of Care Unit Ghana, it is very important to understand what encompasses the core and supplementary products of the organization and how best to improve on these products (Wirtz & Lovelock, 2016). The core service offering of Care Unit Ghana is the first aid training session they hold with their clients. This is the main service clients purchase from the organization and it is where the main objective of the organization is achieved.

The supplementary service of the organization is the provision of first aid kits with information on how to make use of them as well. This augments the core service being rendered to clients because first aid kits support the process involved in rendering first aid care to an injured person. The first aid kits provided by the organization are produced in

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the United States and shipped to Ghana. Unlike most of its competitors, Care Unit Ghana ensures that the organization's logo is imprinted on the packages of the first aid kit, as a way of advertising the service to potential clients.

As mentioned in the PESTEL analysis in chapter one, technological competence has become a very vital tool every individual is expected to possess. Ghana is slowly moving towards the technological era and this is evident by the policies the government has put in place to ensure that citizens become conversant with it. Care Unit Ghana can leverage on the consistent technological development by providing training session videos on its website. Currently, Care Unit Ghana only relies on its physical interaction with clients to deliver its services. However, providing its services virtually will help the organization reach a wider range of customers. Having an online presence also increases the credibility of the organization which is very important a service in the healthcare industry.

Each physical training session takes between four to twelve hours depending on the type of training being given to the clients. Some of the training sessions held by the organization includes Automated External Defibrillator (AED), First aid training and Acute Cardiac Life Support (ACLS) which are different training topics the organization elaborates on. Providing pre-recorded training session videos on the organization's website will cut down non-value adding activities that occur during the physical training sessions and also reduce the time and money spent in organizing them.

Also, Care Unit Ghana can develop an application software where clients can also schedule training sessions and monitor the type of training sessions they will want to receive from the organization. The application software will be used to keep record of the

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names of the specific individuals that participate in each training session. Any feedback received from a specific individual will be recorded on the application software. A reward system will also be set up to reward active participants for their feedback and contribution during the sessions. This step is effective in building a personal relationship with clients, while encouraging active participation, which will eventually establish loyalty from clients as well as positive word of mouth of the service to the public to help boost sales. This will help the organization monitor its overall progress over a period and help each client monitor the activities and progress they have made from each session with the organization. The application software could also have a search engine, whereby clients could quickly search for first aid tips in times of need.

Pricing Strategy

This is the only element of the marketing mix that focuses on revenue generation. It is important that the organization develops an effective pricing strategy that reflects the cost of rendering the service and the value being offered to clients. The organization has struggled to generate enough revenue to cover all its costs and invest in the development of its service since its establishment. Currently, the price of each session held by Care Unit Ghana depends on the number of people that would be trained during the session. Clients that need training for one to five people pay GHS150 per person to receive the services of Care Unit Ghana. For participants who are more than five people (i.e. 6-24 people), the price of the training session is GHS120 per person. For 25-49 people, it costs GHS90 per person and for 50 people and above it costs GHS70 per person. The first aid kits are also sold based on the size and purpose of the kit. Small first aid kits for individuals are sold at GHS100 and the big first aid kits that are meant to be used in large

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offices are sold at GHS800. Clients receive a significant discount when they seek to train more individuals in their firm. This strategy was implemented to attract successful firms with a lot of employees to seek the services of Care Unit Ghana. However, it has not been very effective in attracting clients for the organization. These are the main revenue streams for the organization and they have proven to be inadequate in ensuring the financial stability of the organization. An effective recommendation would be to charge clients that opt for the pre-recorded training session videos. Some pre-recorded videos could be available to clients for free but most of the videos that contain in-depth information and training will be charged at a fee to clients. Some in-depth training session include lessons on Infection control, Nervous System problems, and Musculoskeletal Injuries. Clients who are interested in these videos will be required to subscribe to the organization's website, where there will be weekly or biweekly updates of different first aid training sessions. Each client that subscribes to the website will incur a monthly fee. The organization can also host live online training sessions at a fee. These sessions will be held for clients who find it impossible to partake in the physical training sessions.

The organization will be able to rely on these different income streams to help finance its operations and invest in the development of its services

Place Strategy

The distribution channels employed by the organization can make or break a company. This element is essential because it is the means by which the service is made available to customers and potential customers. Therefore, how easily accessible and convenient a

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service is made to a customer is very important in making the service known to potential clients. Currently, Care Unit Ghana interacts with its clients by going to the location of the client to deliver its service.

Care Unit Ghana can distribute its service by working with companies that outsource their services temporarily or permanently. Instead of training the employees of a company to be first aid personnel, Care Unit Ghana could be outsourced by different companies to be available to administer first aid when an incident occurs at the premises of the company.

Also, due to the nature of the service the organization offers, that is, it being an information-based service, it can easily be transferred anywhere through the use of an electronic channel, such as the internet. With the pre-recorded training sessions made available on the website of the organization and the development of an application software, Care Unit Ghana will be able to deliver its service to clients remotely. These strategies are easily accessible and convenient for clients and will help the organization expand on its ability to distribute its services.

Promotion Strategy

This element of the marketing mix is focused on creating awareness and providing the required information about a service to customers and potential customers. It is intended to influence people to make a purchasing decision on a product or service, and also build a strong customer relationship as well. In the quest to increase awareness of the service of Care Unit Ghana, which will in turn increase its customer base, the integrated marketing communication mix has been identified to be the most effective tools in addressing the

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organization's problem. These tools include; Advertising, Sales Promotion, Events and Experiences, Public Relations and Publicity, Direct Marketing, Interactive Marketing, Word-of-Mouth Marketing, and Personal Selling. However, due to the organization's struggle with inadequate funds, only Sales Promotions, Interactive Marketing, Events and Direct Marketing would be used.

With Sales Promotion and Interactive Marketing, Care Unit Ghana can engage in product giveaways and competitions on its social media platforms as a pull strategy, to help increase awareness on the organization and attract customers. Hosting competitions between customers, which is a form of interactive marketing, can be an effective way of creating social media buzz about the organization. Winners of each competition could be awarded with free first aid kits or other medical supplies which will give people the opportunity to test out the first aid kits for themselves. Curious customers may decide to check out the organization's website to gain more knowledge on the use of the kits as well. This will be very effective in increasing the demand of the services of the organization.

Engaging in events, specifically health related events, will not only create exposure for the organization but also give good publicity to the organization. Care Unit Ghana can achieve this by sponsoring a health related event such as health walks, or a charity. The organization can also partner with other healthcare firms to organize events or workshops especially in rural areas or communities that lack medical support. This will introduce the organization to a wider spectrum of potential clients as well as other organizations that may be willing to support the organization financially to achieve its objective.

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Direct marketing will also be an essential way of communicating and maintaining the relationship with the organization's clients whereas personal selling would be used to engage with potential clients. Volunteers could be put in charge with having face-to-face conversations or phone calls with potential clients to inform them about the services of the organization. However, existing clients will be sent emails and newsletters from the organization monthly to update them on any new information regarding the services of the organization.

Process Strategy

This element involves all the steps taken by both the client and the organization that leads to the final delivery of the service offering. Currently, the process each client undergoes to schedule an appointment date with the organization is through a form on the website. After the form has been filled they wait for a response from the organization. The organization also puts out information about the training sessions on social media platforms such as Facebook, Instagram and LinkedIn. Some clients also reach out to the organization by calling the contact line provided on the website. An alternative way of handling this process is by ensuring that all scheduled meetings are set up only on the organization's website. A link to the organization's website must be provided on all online platforms, which includes, all social media platforms of the organization, other websites, newsletters or newspaper reviews. Potential clients who come across the organization through social media or any other means must be directed to the organization's website through the link, to first fill out the application form provided on the website. The client is expected to state their name, email, phone number, location and level of experience with first aid training (beginner, intermediate or advanced). After the

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application form has been filled, a calendar that shows all the available slots in which the organization is free will be provided to help clients choose a convenient date immediately. Once a date is selected, the client will immediately receive an email and a text message confirming the date selected for the training session.

Adapting this process strategy will make clients perceive the organization to be a professional body, thus, increasing the credibility of the organization in the minds of its clients and potential clients as well.

Physical Evidence Strategy

This element of the marketing mix focuses on the physical elements of a business in which customers are likely to come into contact with. These physical elements of a service make the service more credible to customers. The physical appearance of trained personnel, the logo of the business, as well as the immediate environment or ambience of the main workplace in which business activities take place, all contributes to the physical evidence of a service being offered. It is very important that Care Unit Ghana pays attention to how it presents its physical elements to its customers. This is because of the fragility of health care services to individuals. Care Unit Ghana can instill trust in its clients and potential clients through the appearance of its volunteers. The organization can that volunteers conduct the training sessions in uniforms with cool colors such as blue, purple or green. The uniform will give the volunteers a professional look and the colors used will make them more approachable or welcoming to clients.

Care Unit Ghana can also instill trust in its clients by providing a welcoming environment or ambience at its Head Office. The organization has its Head Office at Fise on the

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Amasaman stretch. This is where clients go to have meetings with the founder to schedule a training session with the organization. Other clients also go to the Head Office to purchase first aid kits and other medical equipment. The Head Office would be an effective way to increase the credibility of the organization. The use of plants, flowers, warm colors and medical diagrams in the building will contribute to enhancing the credibility of the organization. The premises could be used to organize an annual first aid training workshop, where different companies are invited to come and train its employees together on how to administer first aid. This will not only be an effective way for the organization to maintain a strong relationship with clients, but for its clients to also bond with one another.

People Strategy

Care Unit Ghana relies heavily on the knowledge and skills of its personnel because of how highly educative its service offering is. It is therefore important that the organization constantly invests in the first aid training of its volunteers. Human interaction is the basic function that all volunteers must possess, thus, highly interactive individuals would be the best people to select as volunteers of the organization. Currently, the organization recruits its volunteers by accepting requests from individuals who show interest in working with the organization. However, no written contract is established between both parties. Written contracts are more effective in ensuring that both parties commit to completing their part of the task. Establishing a written contract system instills trust which will help the organization attract more dedicated volunteers and maintain them. Also, setting up first aid training sessions for volunteers every 2 weeks as well as training sessions on how to interact with customers once a month will greatly enhance how the service is

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offered to its clients and increase the credibility and professionalism of the organization to its clients and potential clients as well.

4.2.5 Action: Implementation Plan

This section of the chapter gives a detailed account of specific actions needed to be executed and the people who are to ensure that every factor of the proposed solution is enforced and controlled to secure its success.

Table 3: Implementation Plan

Activity	Controller	Duration	Details
Application Software	Hired Professional	July 2020	This app will contain the history of each client, all necessary information regarding the training sessions held and meant to be held in the future to help the organization manage and maintain a strong relationship with each client.
Training Videos on the Website	Ebenezer Attoh	From September 2020	This part of the plan is meant to promote easy access to the services of the organization while creating another effective income stream for the organization. It will feature training session videos that will be relatively mild or intensive and most intensive videos will require payment before it will be accessible to a client.

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Volunteer Training	Hired Personnel	From September 2020	All volunteers will be taken through a training process which is intended to help manage their emotions while attending to the needs of clients or simply reaching out to potential clients.
Outsourced Plan	Ebenezer Attoh	From January 2021	This aspect of the plan seeks to provide the organization with another effective and constant revenue stream by providing the opportunity for other companies to outsource the services of the organization to provide them with qualified first aid personnel instead of going through the routine of training its employees.
Office Ambience and Annual Event	All Employees	From July 2020	This plan will be implemented at the Head Office of the organization to help provide a professional and welcoming environment to clients. The Annual Training event/workshop is intended to build strong relationships between clients. During the event, clients will share a few instances when the training session helped them save other people. This will contribute to enhancing the credibility of the organization.
Social Media Accounts	Hired Personnel	From July 2020	These platforms will be use by the organization to communicate directly with its clients and potential

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			clients to help maintain a consistent relationship with them. Feedback about the service and how the organization can improve will also be taken through polls and a few surveys made on each platform.
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4.2.6 Control: Monitoring and Control

This part of the chapter identifies the Key Performance Indicators which are metrics that will help the organization stay consistent with its marketing plan.

Table 4: Monitoring and Control Plan

Field	Key Performance Indicator	Monitoring and Evaluation	Frequency
Marketing and promotional activities	Cost incurred in marketing and promotional activities	Calculating returns on the investment made in the marketing promotional plan	Every 6 months
Technological Development	Number of new Clients	Updating training videos on the website and finding new ways to get to clients.	Every month

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Volunteer-Client relationship	Customer satisfaction	Monitoring customer satisfaction through: <ul style="list-style-type: none"> - Surveys and questionnaires handed out during physical sessions - Polls made on the organization's social media accounts (Twitter, Instagram and Facebook) 	<ul style="list-style-type: none"> - Social Media Polls - Every week - Surveys and Questionnaires - After every last session
Application Software	Level of participation during sessions	Monitoring if there is an increase or decrease in the number of active participants in each session	After every session

CHAPTER 5: CONCLUSION, LIMITATION AND RECOMMENDATION

5.1 Chapter Overview

The aim of this chapter is to give a concise overview and conclusion to the entire project. This chapter gives light to the various limitations and challenges experienced while conducting the research. The necessary recommendations to help improve upon the services of the organizations are highlighted as well. Finally, it highlights the lessons learnt from the entire project.

5.2 Limitations and Challenges

A major limitation for the project was the lack of training sessions held within the period given to conduct the research. Due to the lengthy process involved in scheduling a training session with a client, it was impossible to physically witness any training sessions. I had to resort to video recordings of previous training sessions to help collect the necessary information for the needs assessment. The videos were extremely useful however, a personal encounter with participants during a training session would have been preferred.

Also, only one volunteer was available to provide information that was used to conduct the research. The organization continuously struggles to retain its volunteers since its establishment. Most volunteers lose interest in the organization and eventually stop working with the organization entirely. Due to this development, only one volunteer could be interviewed for this project. However, getting responses from two or three other volunteers would have helped to create a broader picture of the problems that are persistent in all training sessions held by the organization.

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5.3 Recommendations

The organization has continuously struggled to acquire a stable source of funding for its operations since its establishment. Organizing fund raisers would be an effective way of generating funds for its operations, while increasing its brand awareness to the public.

Also, due to the increased level of importance of global interactions, digitized interactive marketing has proven effective for businesses to be easily accessible to clients. Care Unit Ghana can leverage on this development by investing in advertising medias to help promote its service offerings. It is an important tool which can be used by Care Unit Ghana to provide the simplest explanations on the functions of its service offering, and the value one can derive from purchasing it. Care Unit Ghana can make use of television and radio advertising. These types of advertising will help to engage viewers and listeners on the service offering of Care Unit Ghana and how they can benefit from patronizing it. Advertising on the service could also be put on popular websites such as YouTube as well as popular blogs to target people that constantly used these platforms. Care Unit can also invest in Outdoor advertising. This involves the use of billboards around popular public locations. Places like bus stations and markets could also be a good place to have small billboards which feature the service offering of the organization. This promotion strategy is effective in increasing brand recognition of the service because these billboards will catch the attention of people and make it memorable as well. However, it will be in the best interest of the organization to invest in such marketing tools after it has acquired a stable source of funding.

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Retaining clients is just as important as gaining them. Developing a database to store information and the history of each client with the organization will help to establish a personalized relationship. This database could also be used to keep records of feedback given by individual participants in each session. Record keeping is also essential to the management and development of a business. Certificates should also be given to participants that are very active in each training session.

Care Unit Ghana currently does not conduct surveys or questionnaires with its clients. Changing the dynamic of this limitation by conducting surveys or questionnaires once a while with clients will be effective in generating a lot of ideas from the clients. This will help the organization redesign the elements of its service which is geared towards addressing the specific needs of each client.

5.4 Lessons Learnt from the Project

Time management has been the greatest lesson learnt from this project especially in relation to the management of each stakeholder. This project has highlighted the importance of taking into consideration the time of other stakeholders which is very essential in building a professional relationship with each stakeholder.

Finally, this project also highlighted how effective communication is to establishing a strong professional relationship with stakeholders. The founder of the organization was very open to providing the information needed for the project due to how well structured and consistent information was communicated.

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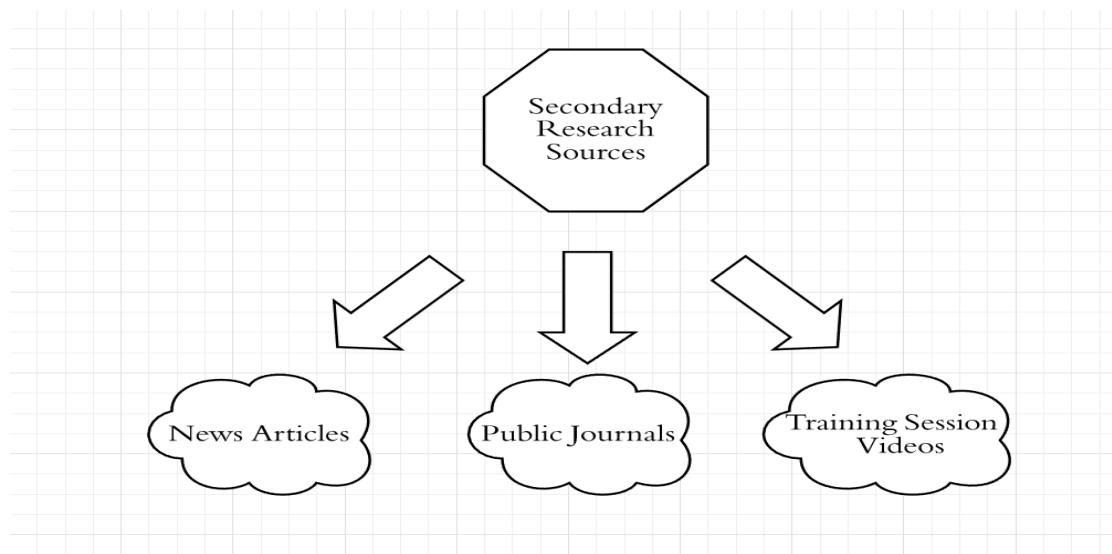
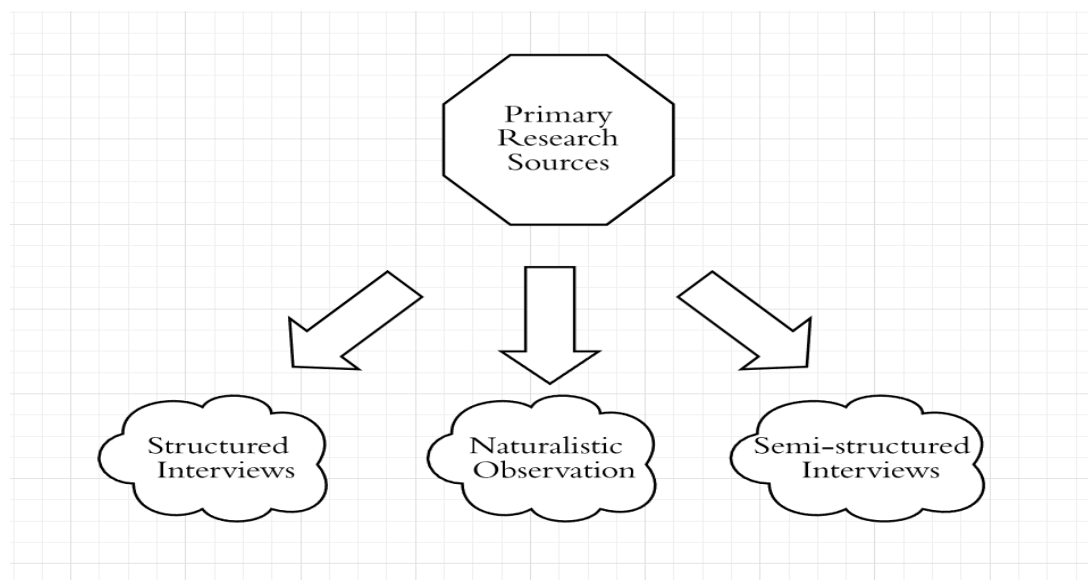
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APPENDICES

Appendix 1: Figures

Figure 1: Methodology: Secondary Research Approach.*Figure 2: Methodology: Primary Research Approach.*

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Figure 3: A Fishbone Diagram of the Key Findings from the Structured Interview

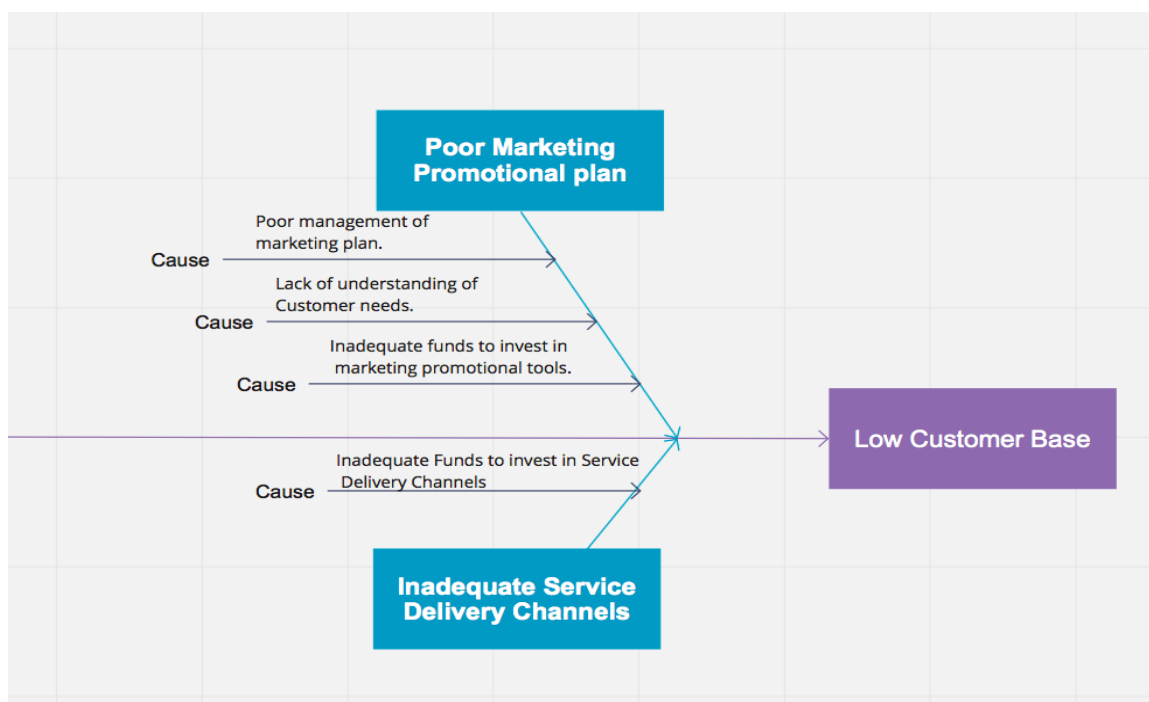
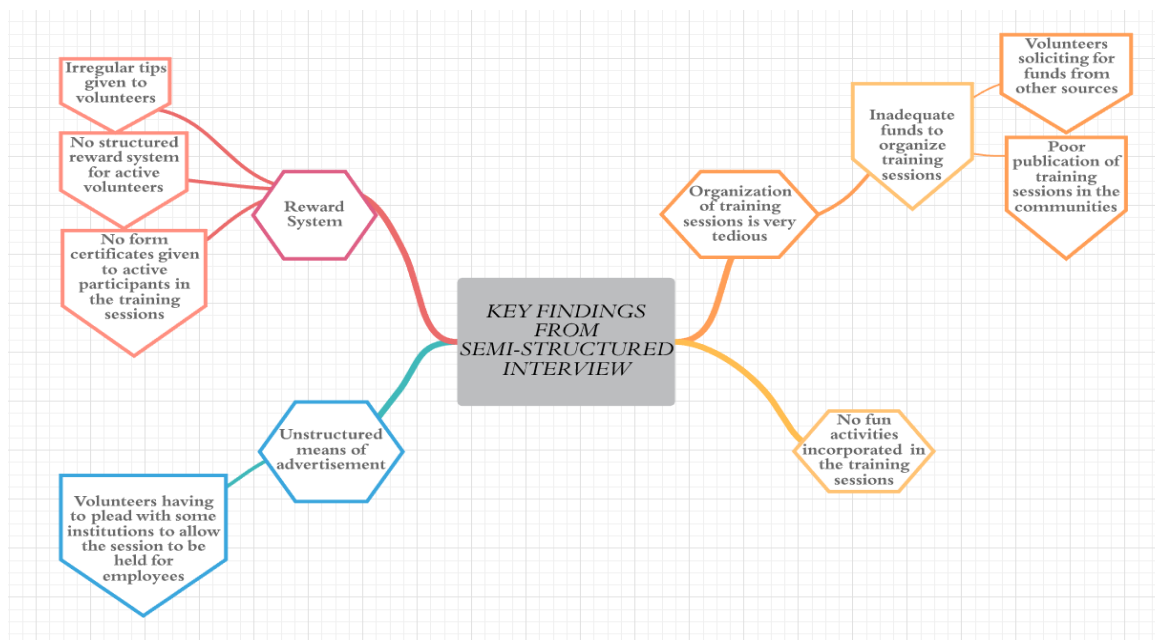
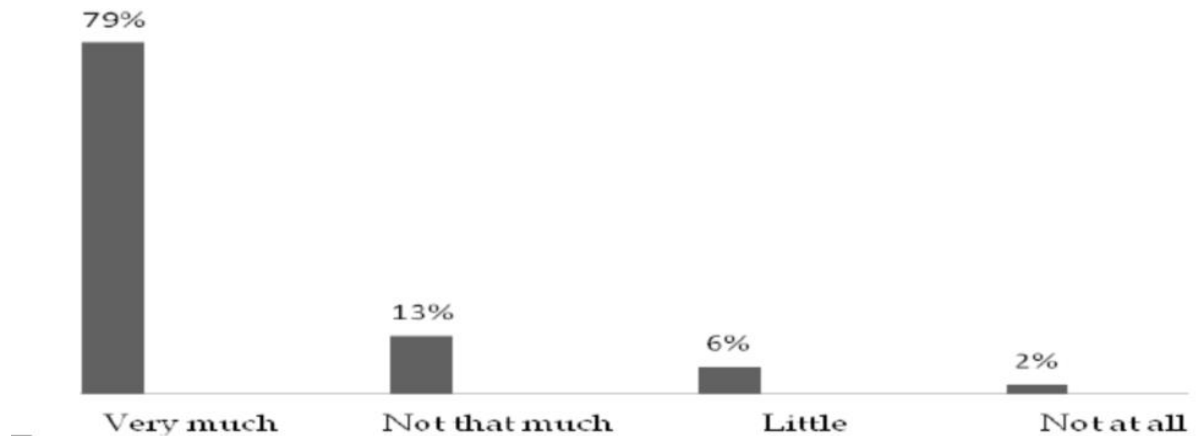


Figure 4: A Mind Map of the Key Findings from the Semi-Structured Interview



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Figure 5: A chart showing the effectiveness of direct marketing on sales in some companies.



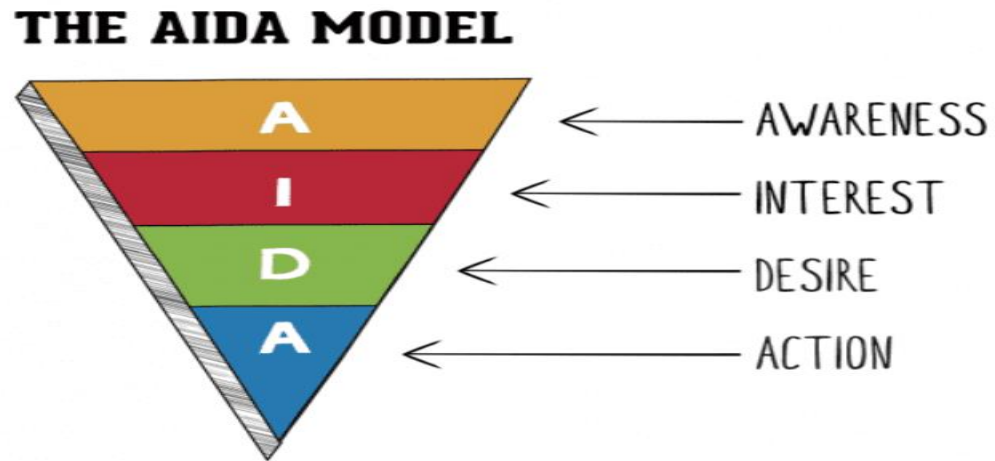
Source: Karaxha, H., Tolaj, S., & Abazi, A. (2016). *The Role of Direct Marketing in Relation with the Consumers in Kosovo* [Ebook].

Figure 6: The SOSTAC Model



Source: Stephenson, R. (2017). How to write a digital marketing plan (SOSTAC Model).

Retrieved 16 February 2020, from <https://digitaldimensions4u.com/how-to-write-a-digital-marketing-plan-sostac-model/>

Figure 7: The AIDA Model

Source: Hanlon, A. (2019). The AIDA Model | Smart Insights. Retrieved 16 February 2020, from <https://www.smartinsights.com/traffic-building-strategy/offer-and-message-development/aida-model/>

Figure 8: Care Unit Ghana Logo

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Figure 9



Figure 10

CARE UNIT
First Aid Services

FIRST AID TRAINING
FOR WHEN SECONDS COUNTS IN SAVING LIFE

Personal / Auto First aid Kit Industrial First aid Kit Firstaid / CPR Training

First Aid Training
for when seconds counts in saving life

+233 030 936 303 / +233 246 023 236 / +233 268 021 146

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Appendix 2: Interview Guide

STRUCTURED INTERVIEW QUESTIONS – Founder

1. Who is the founder of Care Unit Ghana and when was the organization formed?
2. How old is the founder of Care Unit Ghana?
3. Why was the organization formed/ What is the main objective of the organization?
4. Which companies or firms are your target market? Corporate institutions? Oil companies? Schools (Basic or Secondary Schools)?
5. Which other organizations are your main competitors?
6. What differentiates your organization from your competitors?
7. What are the major strategies the company has taken to gain a competitive advantage over its competitors?
8. What are some policies that the government has implemented that the organization has leveraged on to increase awareness of the use of first aid kits?
9. Over the past couple of years, has there been an improvement in brand awareness of your company? Has there been an increase in companies accepting your proposals each year?
10. What are the means by which the organization advertises itself? Websites?
11. How often are the training sessions held?

Semi Structured Interview with Volunteer

1. How long have you been working with Care Unit Ghana?

R: I have worked with Care Unit Ghana for almost two years.

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2. Why do you support/ volunteer to work with Care Unit Ghana?

R: I volunteer with Care Unit Ghana because it is in line with the kind of job I want to do. Aside that, the we do these sessions to save lives and I love to work with people, so I have that passion to always work with people, so I normally volunteer to do such jobs.

3. What are some of the major reasons why some volunteers leave the organization?

R: Honestly, most volunteers leave the organization because, one, there is no money involved. You work for them for free. You pay for your own food; you do everything on your own. So most of the time, you don't get anything back, as in no payment at all. Sometimes you may get some kind of tips but not always. Also, some people may not have the desire to do this kind of job they are volunteering for.

4. What observations have you made in relation to the training sessions held by the organization?

R: Organizing people for the training session is very very difficult in the sense that you have to go to schools, beg some of the headmasters to allow the teachers to come and learn or to train them for them to save lives in their schools when there is a casualty. Sometimes too we have to solicit for funds from other sources in order to help us organize the program very successfully

5. What can you recommend for the organization to help improve the training sessions?

R: I recommend that most of their activities should involve some kind of fun which will entice the person or people. Also, there should be some kind of

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certificate. Like, certificates should be given to the people so that they will be interested and so that they know that at the end of the day they will get some kind of certificate. Also, there should be enough publicity. Like they should go to schools to publicize. They should also go to the television and radio stations to publicize their kind of job that will make people come to their training.

6. Do you have any concerns with how the training sessions are organized?

R: As I said, during the organization of the program, we normally go to the schools to advertise there, sometimes we talk to the headmasters and also to the teachers about the importance of first aid because Care Unit is all about first aid and it is not very easy to do this.

7. Would you recommend Care Unit Ghana to another possible volunteer?

Yes, I will recommend Care Unit to anybody who will like to volunteer.

8. Has the training session been effective?

Yes, the training session has been very effective in the sense that most of the teachers who come for the training sessions know how to handle maybe any child who faints, they know how to manage the children. When it comes to a bleeding case, they know how to stop the bleeding. When it comes to asthmatic patients, they know how to handle the asthmatic patient. So the teachers learn more on how to handle the children in school. Or maybe when there is an accident around and they find themselves there they are able to address the casualty at hand. So, the training session is very very effective.